

SUMMARY OF OPINIONNAIRE RESULTS
GOVERNOR'S TASK FORCE TO STUDY THE MANAGEMENT
OF THE KANSAS CITY, MISSOURI, SCHOOL DISTRICT
March 14, 1989

In order to gain perceptions about the Kansas City School District from those most directly associated with the District an Opinionnaire was sent to all Kansas City Board of Education members, and a random selection of administrators, faculty, other employees, students and parents/residents of the District. A total of 7,299 surveys were mailed on March 14, 1989, with 353 returned as not deliverable due to address problems. One thousand seven hundred seventy-four (1,774) responses were returned; this is a significant number of responses from which to conclude that the Opinionnaire results reflect the opinions of the respondent groups. However, caution still needs to be exercised because some of the groups have a very low response number, i.e., fourteen (14) responses from students and only fifty-five (55) responses from other employees of the District, and the individual responses have been added together and reported as an average.

BOARD OF EDUCATION

Questions 1-11 asked how the Kansas City Board of Education functions. The responses reveal the following observations:

1. No group of respondents rated the Board of Education's actions to be high or very high.
2. The Board rated itself to be low or very low in nine (9) of the eleven (11) areas, and rated itself as average in the other two (2) areas.
3. The administration rated the Board's actions to be below average in nine (9) out of the eleven (11) areas, almost identical to the Board's ratings.
4. The faculty rated the Board to be very low in the exact same nine (9) areas as did the administration.
5. Other employees and parents/residents rated the Board to be very low in seven (7) and eight (8) of the exact same areas, respectively.

In summary, for the area of "Rate the degree to which you believe the Kansas City, Missouri School District Board of Education" conducts its various duties, there is a great deal of consistency among respondents in rating the Board very low.

Of the respondents, only the students did not rate the Board as being very low in any category. Similarly, but in the middle of the scale, only the students and the Board rated the Board as average in three (3) of the eleven (11) areas. Clearly, the predominate score for the Board of Education from all respondents (except students and the Board itself) was very low.

SUPERINTENDENT

The next area, questions 12-21, asked how the superintendent of schools conducted his activities. Here, too, there was a great deal of consistency among and between respondents, for example:

1. The Board, the administration, other employees and students generally perceived the superintendent to be conducting his functions in an average fashion.
2. The superintendent received one very low rating (question 18) from the Board of Education, and no very low ratings from administration, faculty, other employees or student respondents.
3. The parent/resident respondents generally tended to view the superintendent as conducting his activities in a very low fashion.
4. No one viewed the superintendent as operating in an above average, high or very high fashion.

PRINCIPALS

There is a great deal of consistency among and between the respondents regarding how the building principals conduct their activities, questions 22-32. For example:

1. The Board, the administration, the faculty, other employees and students perceived the principals to be average in almost all areas of the survey.
2. Only the parents/residents believed the principals were very low in some of their activities (questions 24, 25, 26 and 32).
3. No one rated the principals as above average, high or very high in any of the categories.

FACULTY

There is also a great deal of consistency between and among respondents regarding how the faculty conducts its business, questions 33-42. For example:

1. No respondents rated the faculty as being very low, in any area.
2. The Board, the administration, the faculty, other employees, students and parents/residents all viewed the faculty as being average in almost all question areas.
3. No one viewed the faculty as being above average, high or very high.
4. All respondents rated the faculty as average in the area of "Uses classroom time in an efficient and effective manner".

SERVICES TO STUDENTS

The next area of the survey dealt with how respondents perceived the District services to students (questions 43-49). Here, too, there was a great deal of consistency, as follows:

1. No respondents rated the District services to students as being very low.
2. Very few respondents rated the services as being low.
3. Most respondents rated the services in most areas as being average.
4. All respondents rated the District as average on three (3) areas (questions 43, 45 and 49).
5. The Board believed the District to be above average on questions 47 and 48.

GENERAL

The last category of the survey, questions 50-60, dealt with a variety of questions. There did not seem to be as much consistency in these responses. However, the responses do indicate:

1. The Board, administration and faculty believe the Board is very low in its responsiveness and responsibility to the community at large (question 54).
2. The administration, faculty and other employees rated as very low the "Bus schedules and routes are planned to provide efficient and economical transportation services" (question 57).
3. All groups, except parents/residents, rated as average that "Parents, community and district residents receive information about student achievement and student assessment processes" (question 58).

SUMMARY

When looking at the distribution of ratings among and between the respondent groups, it is clear that the Board of Education is believed to be functioning at a very low level by all the respondent groups, except for the students and the Board itself. Overall, all respondent groups believed the superintendent, the principals, the faculty and the District in general are performing at an average level. Very few of the respondent groups believe anything in the District reflected on the survey deserves a rating of above average or higher.

**GOVERNOR'S TASK FORCE TO STUDY THE MANAGEMENT OF THE
KANSAS CITY, MISSOURI SCHOOL DISTRICT**

Opinionnaire Results

Respondents were asked to rate the items listed using the following scale: 1=Don't Know, 2=Very Low, 3=Low, 4=Average, 5=Above Average, 6=High, and 7=Very High. The data reported below represent the average of the responses received under each respondent category.

<u>Opinionnaire Items by Area</u>	<u>Total Average</u> (N = 1,774)	<u>School Board Member</u> (N = 7)	<u>Administrator</u> (N = 104)	<u>Faculty Member</u> (N = 1,035)	<u>Other Employee of the District</u> (N = 55)	<u>Student</u> (N = 14)	<u>Parent or District Resident</u> (N = 369)
Rate the degree to which you believe the Kansas City, Missouri School District Board of Education:							
1. Makes decisions in the best interest of the children of the district.	3.11	3.57	3.19	3.06	3.05	4.00	3.15
2. Provides a clear expression of district goals and priorities.	3.28	4.00	3.13	3.28	3.33	3.85	3.20
3. Delegates executive functions to the administrative head of the school district.	2.83	4.00	2.93	2.87	2.98	4.07	2.54
4. Maintains a clear-cut line between its authority and that of the superintendent and other district administrators.	2.66	3.86	2.64	2.61	2.79	3.62	2.59
5. Makes decisions only during board meetings and after receiving the recommendations of appropriate administrative personnel.	2.34	3.14	2.54	2.29	2.50	3.29	2.23
6. Employs all school employees only on recommendation of appropriate admin- istrative personnel.	2.44	2.43	2.92	2.44	2.78	3.00	2.17

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7. Carries out all professional and official relationships with school employees through the chief administrator or other authorized channels.	2.71	3.00	2.64	2.84	3.17	3.64	2.21
8. Formulates policies and regulations after consultation with the superintendent.	2.46	2.71	2.80	2.41	2.72	3.21	2.28
9. Holds executive (closed) board meetings for only those purposes authorized by law.	2.28	3.00	2.93	2.21	2.65	2.86	2.06
10. Functions only as a board and not as individual board members.	2.44	3.80	2.34	2.39	2.92	3.57	2.38
11. Works cooperatively for the improvement of the schools in the district.	2.91	3.71	2.70	2.82	3.00	4.43	3.00
Rate the degree to which you believe the Kansas City, Missouri School District superintendent of schools:							
12. Exhibits a well-formulated philosophy of education.	4.22	4.57	4.76	4.41	4.42	4.92	3.64
13. Assesses the educational needs of the community.	3.84	4.29	4.47	3.96	4.06	4.07	3.35
14. Keeps the board of education informed through periodic reports about the district's objectives, achievements, needs and plans for the future.	3.58	3.71	4.67	3.68	3.98	4.00	2.86
15. Keeps the school district employees informed about the district's objectives, achievements, needs and plans for the future.	3.74	4.17	4.39	3.99	4.19	4.29	2.85

<u>Opinionnaire Items by Area</u>	<u>Total Average</u>	<u>School Board Member</u>	<u>Administrator</u>	<u>Faculty Member</u>	<u>Other Employee of the District</u>	<u>Student</u>	<u>Parent or District Resident</u>
16. Keeps the community informed about the district's objectives, achievements, needs and plans for the future.	3.68	3.86	4.11	3.70	3.91	4.50	3.43
17. Assures that all school employees are supervised in the performance of their duties.	3.50	3.29	4.26	3.66	4.15	4.64	2.71
18. Involves the building principal and appropriate faculty in formulating recommendations, policies and the budget.	3.09	2.57	3.87	3.17	3.57	3.36	2.59
19. Plans for the professional improvement of all district staff.	3.54	3.43	4.16	3.82	3.83	3.85	2.61
20. Provides for open communication among staff and between staff and community.	3.37	4.00	4.04	3.40	3.46	3.00	3.02
21. Solicits the opinions and gives attention to the problems of all groups and many individuals in the community.	3.29	3.71	4.20	3.29	3.70	3.79	2.98
Rate the degree to which you believe the Kansas City, Missouri School District building principals:							
22. Demonstrate a well-formulated philosophy of education.	4.18	4.43	4.31	4.20	4.48	4.86	4.10
23. Require adherence to district policies.	4.17	3.86	4.58	4.33	4.50	4.50	3.68
24. Participate in the selection of staff members.	3.82	3.71	4.45	4.13	4.21	3.69	2.89
25. Participate in decisions about the retention of staff.	3.86	3.43	4.25	4.20	4.43	4.23	2.81

<u>Opinionnaire Items by Area</u>	<u>Total Average</u>	<u>School Board Member</u>	<u>Administrator</u>	<u>Faculty Member</u>	<u>Other Employee of the District</u>	<u>Student</u>	<u>Parent or District Resident</u>
26. Involve faculty in the formulation of the budget.	3.47	3.14	3.79	3.77	3.64	3.43	2.59
27. Support teachers in implementing effective instructional programs.	4.09	4.71	4.60	4.19	4.15	4.92	3.68
28. Ensure an orderly and safe school environment.	4.09	4.14	4.64	4.00	4.42	4.86	4.17
29. Convey high expectations for teachers' performance.	4.39	4.57	4.62	4.59	4.69	4.08	3.80
30. Convey high expectations for students' achievement.	4.48	4.29	4.64	4.56	4.70	4.79	4.30
31. Work with parent and other organizations to improve a school's service to students and the community.	4.29	4.57	4.64	4.35	4.57	4.07	4.04
32. Direct the public relations program in cooperation with the superintendent.	3.26	4.29	3.78	3.38	3.30	3.50	2.68
Rate the degree to which you believe the Kansas City, Missouri School District faculty:							
33. Evidences a commitment to the goals of the school district.	4.39	3.86	4.11	4.70	4.69	4.43	3.64
34. Effectively implements the established school curriculum.	4.50	3.86	4.24	4.79	4.72	4.14	3.91
35. Clearly explains the objectives of the academic program to the students and parents.	4.46	3.86	3.90	4.65	4.48	5.15	4.10
36. Accommodates the individual learning styles and needs of students.	4.33	4.83	3.85	4.56	4.04	4.64	3.93

<u>Opinionnaire Items by Area</u>	<u>Total Average</u>	<u>School Board Member</u>	<u>Administrator</u>	<u>Faculty Member</u>	<u>Other Employee of the District</u>	<u>Student</u>	<u>Parent or District Resident</u>
37. Uses classroom time in an efficient and effective manner.	4.53	4.00	4.04	4.76	4.54	4.43	4.11
38. Maintains well-managed classrooms which are conducive to teaching and learning.	4.48	4.14	4.17	4.65	4.56	3.86	4.19
39. Regularly evaluates the performance of students and provides them immediate feedback.	4.53	4.17	3.93	4.81	4.58	4.21	4.11
40. At the elementary level, ensures that all students master the curriculum.	3.76	4.29	3.68	3.70	3.65	3.93	4.02
41. At the secondary level, ensures that all students master the curriculum.	3.14	4.00	3.04	3.04	3.46	4.57	3.23
42. Stimulates and encourages communications between the school, parents, and community.	4.34	4.60	3.86	4.47	4.37	4.86	4.16
Rate the degree to which you believe the students in the Kansas City, Missouri School District:							
43. Receive cooperation and support from members of the school faculty.	4.69	4.67	4.42	4.93	4.59	4.64	4.21
44. Are encouraged by the district to develop desirable attitudes, ideals, and student morale.	4.22	4.80	4.43	4.32	4.42	4.43	3.93
45. Are encouraged by the district to develop appropriate behavior and school conduct.	4.18	4.33	4.53	4.13	4.38	4.57	4.17
46. Understand the objectives of the academic program.	3.89	3.17	3.83	3.92	3.89	4.36	3.84

<u>Opinionnaire Items by Area</u>	<u>Total Average</u>	<u>School Board Member</u>	<u>Administrator</u>	<u>Faculty Member</u>	<u>Other Employee of the District</u>	<u>Student</u>	<u>Parent or District Resident</u>
47. Are provided frequent feedback by their teachers about their classroom performance.	4.60	5.20	4.25	4.85	4.59	4.07	4.17
48. Are provided opportunities and encouragement by the district to participate in extracurricular activities.	4.14	5.17	4.34	4.14	4.52	4.38	4.08
49. Are provided guidance and supervision by the district when participating in school-sponsored activities.	4.32	4.33	4.52	4.34	4.61	4.69	4.19
Rate the degree to which you believe the:							
50. Parents, students, and community are in agreement about the mission of the school.	3.37	3.67	3.42	3.33	3.36	4.00	3.42
51. Parents, students, and community are in agreement about the behaviors expected of the students.	3.54	3.50	3.69	3.30	3.76	4.79	4.12
52. Faculty and the administration believe that virtually all students are capable of mastering the instructional goals of their grade level.	4.12	4.86	4.09	4.16	3.89	5.14	4.04
53. School's environment is safe, orderly, and conducive to teaching and learning.	3.83	4.43	4.23	3.72	4.02	4.29	3.95
54. School board is responsive and responsible to the community at large.	2.97	2.86	2.82	2.87	3.15	3.38	3.10
55. District provides adequate textbooks and classroom materials.	3.77	4.14	4.34	3.65	3.55	4.46	3.89
56. District provides for the basic and special academic needs of students.	3.87	4.29	4.39	3.80	3.96	4.79	3.78

<u>Opinionnaire Items by Area</u>	<u>Total Average</u>	<u>School Board Member</u>	<u>Administrator</u>	<u>Faculty Member</u>	<u>Other Employee of the District</u>	<u>Student</u>	<u>Parent or District Resident</u>
57. Bus schedules and routes are planned to provide efficient and economical transportation services.	2.87	3.86	2.95	2.64	2.91	4.00	3.24
58. Parents, community, and district residents receive information about student achievement and student assessment processes.	4.11	4.57	4.24	4.15	4.09	4.93	3.89
59. Educational program of the district has improved from five years ago.	4.01	3.43	4.77	4.03	3.96	4.07	3.90
60. Management of the district has improved from five years ago.	3.26	3.43	3.86	3.20	3.31	3.79	3.24